

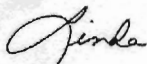
## A message from Linda Cole

I am very excited that Julia Jones will be stepping into the role of Vice President, Operations (HSOC), at Children's at Hughes Spalding. I have certainly enjoyed my past year as interim Vice President, and I am pleased that we are putting our hospital's operations in such great hands. Please extend her a warm welcome when she begins with us in late June.

Thank you to all employees who attended the recent campus chats. I know there have been many questions about the status of the new hospital and of specific services which will be offered here, and I hope these sessions answered many of your questions. If you were not able to attend a campus chat, some of the information shared will be covered in this issue of *Joining Together*.

As we move forward as planned, our facility and our employees will experience some changes over the next several months, though the hospital's core values and characteristics will remain the same. Our top priority in the expansion is to keep quality care, and care for employees, at the forefront.

Please know that how we react to these upcoming changes is reflected in the care we provide – and often resonates within our patient families. If we continue to look positively on the future of Children's at Hughes Spalding, we will gain the support of our patient community as well. Thank you for your ongoing patience and commitment.



Linda Cole

Vice President, Operations, Children's at Hughes Spalding



## New transport operations

The sign of a great care provider is being able to adapt to the needs of its patient community.

One recent adaptation taking place at Children's at Hughes Spalding is the addition of a mobile ICU truck. Closing the PICU at this location creates a need for safe and efficient transportation between Children's at Hughes Spalding and PICU services. A team of trained medical professionals will ensure quality patient care as they transport patients from Children's at Hughes Spalding to the appropriate location by way of a mobile ICU transfer truck.

The mobile ICU transport truck will be staffed with two paramedics, a nurse and a respiratory therapist and will be stationed at Children's at Hughes Spalding. In addition to being well equipped with trained medical professionals, the ICU transport truck will be available 24 hours a day.

A non-emergent passenger van also will be available to transport family members of patients from Children's at Hughes Spalding to other campuses. This van will support clinic visits during regular hours and weekends starting July 16.

## Planning for a new hospital at Children's at Hughes Spalding

In our plans to build a new hospital at Children's at Hughes Spalding, Children's recognized that the need for space and a comfortable, healing environment for our patients required more than simply renovating our current facility.

Based on our patient care needs, the facility will include a new Emergency Department, renovated primary care facilities, new inpatient beds, expanded asthma services, a sickle cell clinic and child protection services. The facility will be built on the site of the current parking lot, and construction is scheduled to be finished in 2009.

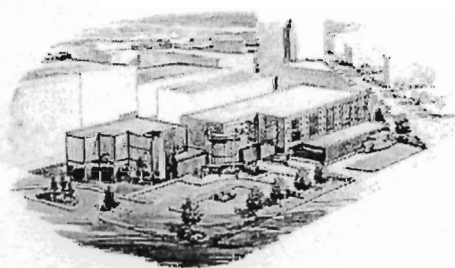
Our goal for the next several months is to address these services changes with little to no disruption in patient care within our current facility. We also are working hard to ensure that every employee understands

the changes taking place, and what their options are should their role be impacted.

Human Resources is committed to assisting staff throughout the transition process. The following resources are available to impacted employees:

- Marci Creath, HR representative, is available to meet with staff to discuss potential opportunities at Children's
- Using the Children's Web site, [www.choa.org](http://www.choa.org), is an excellent way to proactively search and apply for open positions.

Although all changes are not taking place immediately, it is important to develop a career plan of action.



Rendering of future Children's at Hughes Spalding building

Impacted employees may contact Human Resources at any time to schedule an appointment to discuss opportunities and position requirements.

For more information, please contact Marci Creath at ext. 56851.

## The first step in the right direction

Life's one constant is change. That's particularly true in the healthcare industry, and of course, at Children's, where change is critical to adapting to the needs of the communities we serve. Also, it is the guiding force at Children's at Hughes Spalding as we evaluate the needs of our patients and the services we offer.

Before making any service planning decisions regarding the future of the hospital, Children's examined three areas: the needs of the patient community, the financial reality and future possibilities.

### Patient community needs

When reviewing our patient data, we learned that more than 23,000 patients visited our primary care clinics in 2006, and more than 46,000 patients visited our Emergency Department. However, half of these were for primary care reasons. Also, in 2006 we averaged 21 children a day for inpatient services, although we have room for 40 beds.

### The financial reality

When discussions with Children's first began, only 2 percent of the patients at Children's at Hughes Spalding had adequate insurance coverage, and the hospital was operating at an enormous loss that Grady deemed not sustainable. When Children's stepped in, our immediate goal was to keep the hospital afloat.

We have been fortunate to have raised a tremendous amount of money for capital investments. However, donors are less willing to donate for our operating expenditures. Rising Medicaid and other losses could rise to \$12 million or higher by this year and are impacting all of Children's. Finances need to be a factor in making decisions, but they are not the deciding action.

### The future possibilities

Although we need to make Children's at Hughes Spalding sustainable today, we are also laying the foundation for future growth. We are setting the hospital on a course that enables it to continue serving the priority patient needs, grow in a way to meet future needs and

collaborate with Children's at Egleston and Children's at Scottish Rite to ensure services are available to all Atlanta children in the most effective way.

### Step by step...

After a year of planning with significant input, the Board of HSOC, the Children's affiliate managing Children's at Hughes Spalding, has approved a plan for Children's at Hughes Spalding that enables the hospital to provide for the most significant community needs of the patient population in a high quality, cost effective manner.

Based on patient health needs and utilization, we will keep the following service areas: inpatient services, emergency services, primary care services and some specialty services.

The following services are not part of the Phase I service plan because they were better met at another provider location or the community need didn't support them:

- We closed our Operating Room in March. Surgical volumes were low, but accommodations are being made for patients needing surgery.
- The Dental Clinic will close in June. We are transitioning our patients from our Dental Clinic to a provider in their community who accepts their CMO, Medicaid or offers a sliding scale.
- The PICU is still being planned to close in October. This was a difficult decision and not based on staffing, but on patient volumes and available resources.
- Each specialty clinic service is still being evaluated, and we'll share any decisions regarding those services in the near future.
- Rehab will change to support the inpatients and clinics. Details of this plan and to transition outpatient rehab are in development.
- In June, the house supervisor role will transition to the assistant manager or the Emergency Department.

If you have questions regarding service planning or future plans, please contact Linda Cole.



## Services expand to benefit patients

*To meet our community's needs, we are expanding our asthma and sickle cell services. Our hope is that Children's at Hughes Spalding becomes an industry leader for prevention and treatment of these conditions.*

### New sickle cell services

Children's has the largest Sickle Cell Disease program in the nation, and this disease is the second most common reason for admission to Children's at Hughes Spalding. Clinical research has significantly contributed to extending the life expectancy of these children, helping them transition to adulthood. The expanded services at Children's at Hughes Spalding will not only allow enhanced treatment for our patients, but also supplement the tremendous advancements we are making in treatments through our affiliation with the Atlanta Sickle Cell Provider Consortium.

We already have begun expansion projects to accommodate these patients. Patient transfusions currently take place here, and we are redesigning an area in the clinic to better serve our patients. This renovation project should be completed by mid-July. Children's will move additional parts of our sickle cell program from other locations to Children's at Hughes Spalding between August and September.

### Expanded asthma services

Asthma is a very common lung condition and one of the most common chronic diseases among children. In fact, asthma is the number one reason for admission to Children's. Although there is no cure, asthma can be controlled.

In addition to offering treatment to patients suffering from asthma attacks, our services will include an educational component to help family members of patients with asthma identify common asthma triggers and learn how to prevent asthma episodes. By enhancing our ability to treat and educate patients with this disease, we can help children gain control of asthma and become active participants in play, school and physical activities.

# Joining Together

A special publication for the employees at Hughes Spalding



Volume 1, Issue 3

## A Message from Dr. Tally

It's almost here. The day we've looked forward to, some of us for nearly two years, finally arrives this Wednesday, Feb. 1. On that day, we'll mark the first real milestone in our journey together, as Children's affiliate HSOC, Inc. officially assumes management of Hughes Spalding. Welcome to Children's at Hughes Spalding!

There is so much we are going to do together for the children of Atlanta. Working side by side through the employment process, we'll join together to become a unique organization. We'll work together to figure out what kind of services we need to provide and we'll embark on an effort to construct the new physical presence of Children's at Hughes Spalding. I can't imagine what it will look like two, maybe three years from now.

But the really fun stuff will be how we take care of children together. We will put the best of what you do with the best of what we do and give our patients exceptional care. Our employees tell us they just want to provide excellent care, so we'll give you a place to be the best professional you can be. The possibilities are endless around how we will build a stronger pediatric network for the children of Atlanta.

The more I learn about you and the job you are doing at Hughes Spalding, the more I see how our joining together is a wonderful step in the right direction. There is much to learn, many changes to make, many decisions to wrestle with. But we will do these things together. As we've said before, be patient—the changes will be slow and steady. Be engaged—we can't do this without you. And be focused—the children must continue to get outstanding care, even as we work through our changes.

I appreciate you and all of the positive things many of you have said to me. I'm looking forward to Wednesday with more excitement than I've felt in years.

James E. Tally, Ph.D.  
President and CEO, Children's Healthcare of Atlanta

## Facility Planning Underway

Starting Feb. 1, and over the next few weeks, you will begin to see minor changes as you walk around Children's at Hughes Spalding. A temporary sign will be placed outside to identify Children's Healthcare of Atlanta at Hughes Spalding to patients and families. Some other minor signage and changes may occur, but for the most part, the building structure, hallways and rooms will look the same for a bit longer.

Over the next few years, we anticipate the view will change in a big way. In fact, facility improvements will be a significant part of the transition to being managed as part of the Children's organization.

A team of architects, consultants and the Facility Development Transition Team have been reviewing ways to improve the structure of the existing hospital. They are taking the time to review the space closely to better understand how it will be utilized by staff and patients. The goal is to create a facility that supports the clinical needs of the organization, reflects that we take care of children, and accounts for the historical significance of Hughes Spalding.

Employees might see small changes at first, such as new paint color or furniture. "Major changes won't happen overnight and may take years to complete, but it's important to take our time to review what we have and what needs to be done," says John Baldwin, Co-Chair of the Facility Development Transition Team.

Facilities team members will continue to talk with employees about the current use of space. We want to provide the most appropriate conditions for treating patients, and we appreciate your help in answering questions and providing suggestions on improving the work environment at Hughes Spalding.



## Key Dates

### Feb. 1

Employees will see temporary signage outside Hughes Spalding that identifies the hospital as Children's Healthcare of Atlanta at Hughes Spalding.

### Feb. 28

Hughes Spalding employees interested in joining Children's should submit their application to the recruiters by this date to ensure they receive first consideration for positions.

## You and the Employment Process

Applications may be obtained in the recruiting office located on the third floor of the Annex in 346 H from 8:30 a.m.—5 p.m., Monday through Friday. Night and weekend shift employees will receive applications via their mailbox. If you work nights or weekends and have questions, you are encouraged to either email your questions to [Ann.Miller@choa.org](mailto:Ann.Miller@choa.org) or contact her at 404-616-4830. You will see positions being posted in department breakrooms, as well as on the job board outside the cafeteria, starting the week of Feb. 1. All Hughes Spalding staff interested in becoming Children's employees need to go through the employment process. Submission of your application will initiate that process. The recruiters will contact you to schedule a discussion with themselves and a hiring manager beginning in mid-February.

If the position you are applying for with Children's is comparable to or greater than your current compensation, the recruiter will discuss salary after you meet with the hiring manager. However, should the Children's salary be less than what you currently make today, the recruiter will inform you prior to meeting the hiring manager. Feel free to discuss any concerns about the employment process when you meet with a recruiter.

## Comments?

Please send comments and questions to: [internal.communications@choa.org](mailto:internal.communications@choa.org)